



High performance. Delivered.

Managing in a Digital Age – The Talent Management Challenge

Breck Marshall

January 25th, 2008

Agenda



- **Market Trends and The Public Service Challenge**
- **Understanding the Net Generation**
- **Impact**
- **Food for Thought**
- **Questions?**

Market Trends



Valuing Human Capital



- Costs and returns
- Economics of intangibles
- Raising productivity
- Talent multiplier

Mission Growth



- Focus on skill shortages
- Talent competition
- Pace of change

Technology Focus



- Usability
- Knowledge worker focus
- eHR, eL, eKM etc

- **Reinventing HR**
- **Accelerating workforce capabilities**
- **Managing key talent**
- **Managing change**

Workforce Demographics



- Aging workforce
- Net Gen values
- Skills shortages
- Engagement issues
- Knowledge capture
- etc.

Globalization

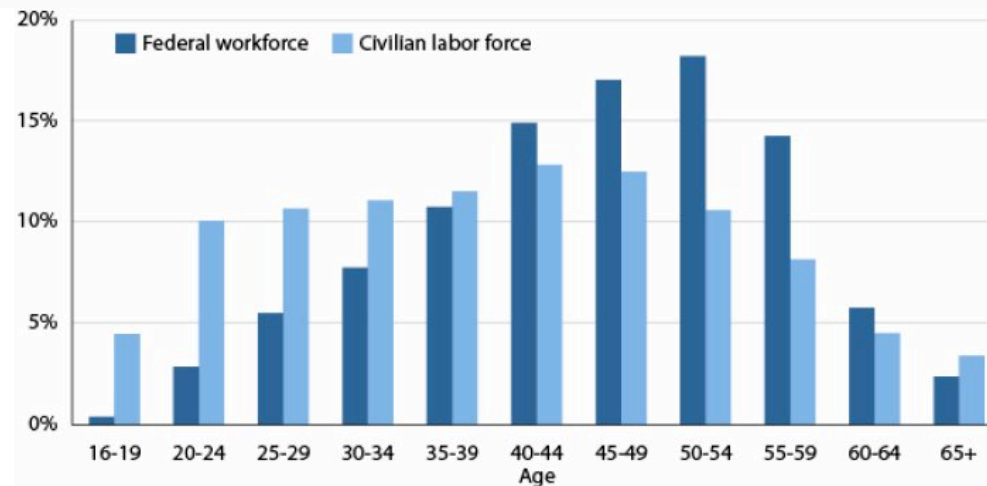


- Labor arbitrage
- Virtual teams
- New org models
- Corporate culture

Public Service Challenge

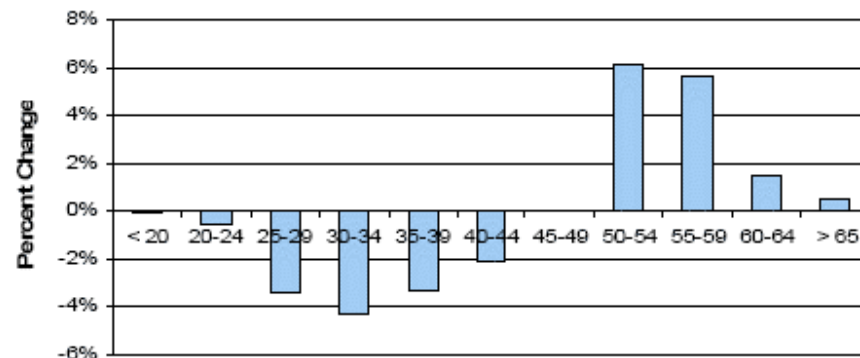


- ✓ Deliver the same or more for less
- ✓ War for Talent:
 - Aging Workforce Issues
 - Attracting and Retaining New Talent
 - Multiple Generations in the Workplace Issues
- ✓ Mandates and Missions Changing at Speed
- ✓ Social Networking and the Internet Changing the Dynamic of Government
- ✓ Technology Advances and Existing IT Infrastructure Ready for Updates



Source: US Office of Personnel Management (Dec. 2004); US Bureau of Labor Statistics (Q1 2005)

White-Collar Percentage Workforce Changes FY'94-'04



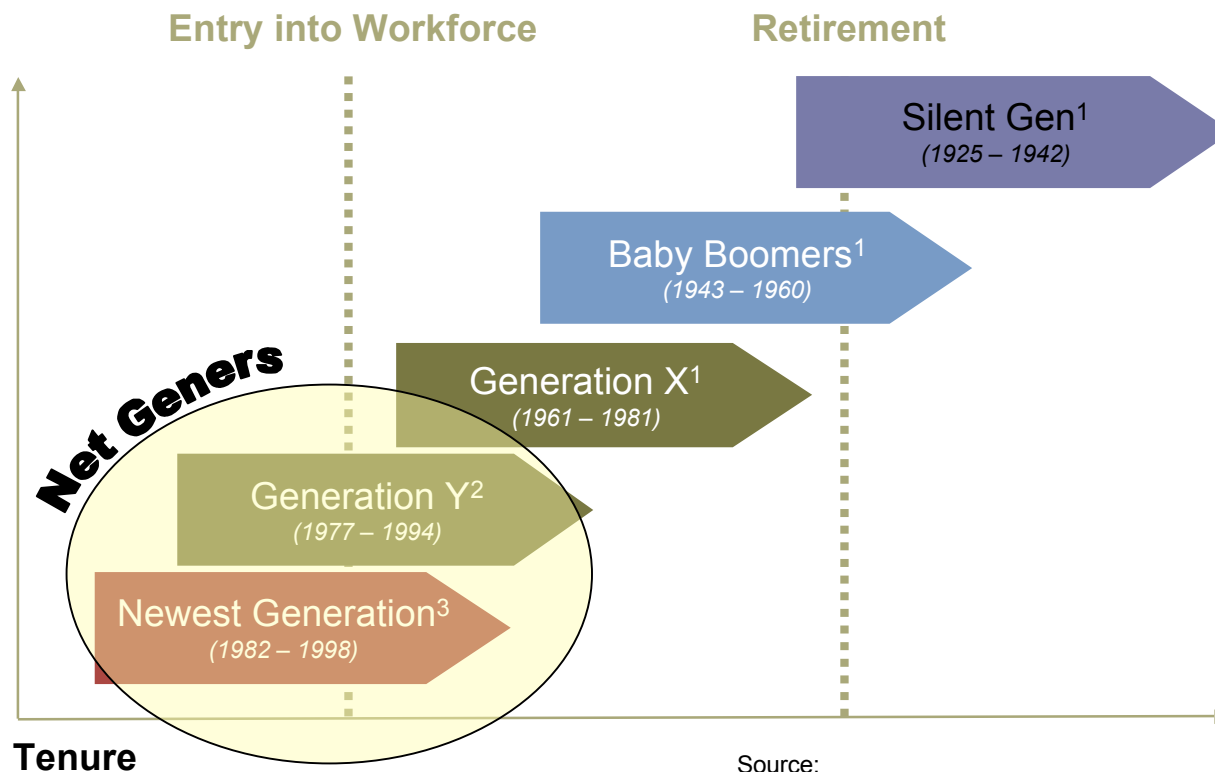
Source: US Office of Personnel Management – Federal Workforce Overview FY1994-2004

Effectively Mining and Multiplying Talent Will Be a Key to Success!

Who Is The Net Generation? And Why Is This Historic?



For the first time in history, four generations are in the workforce. Each generation has distinct characteristics and necessitates specific approaches to managing talent.



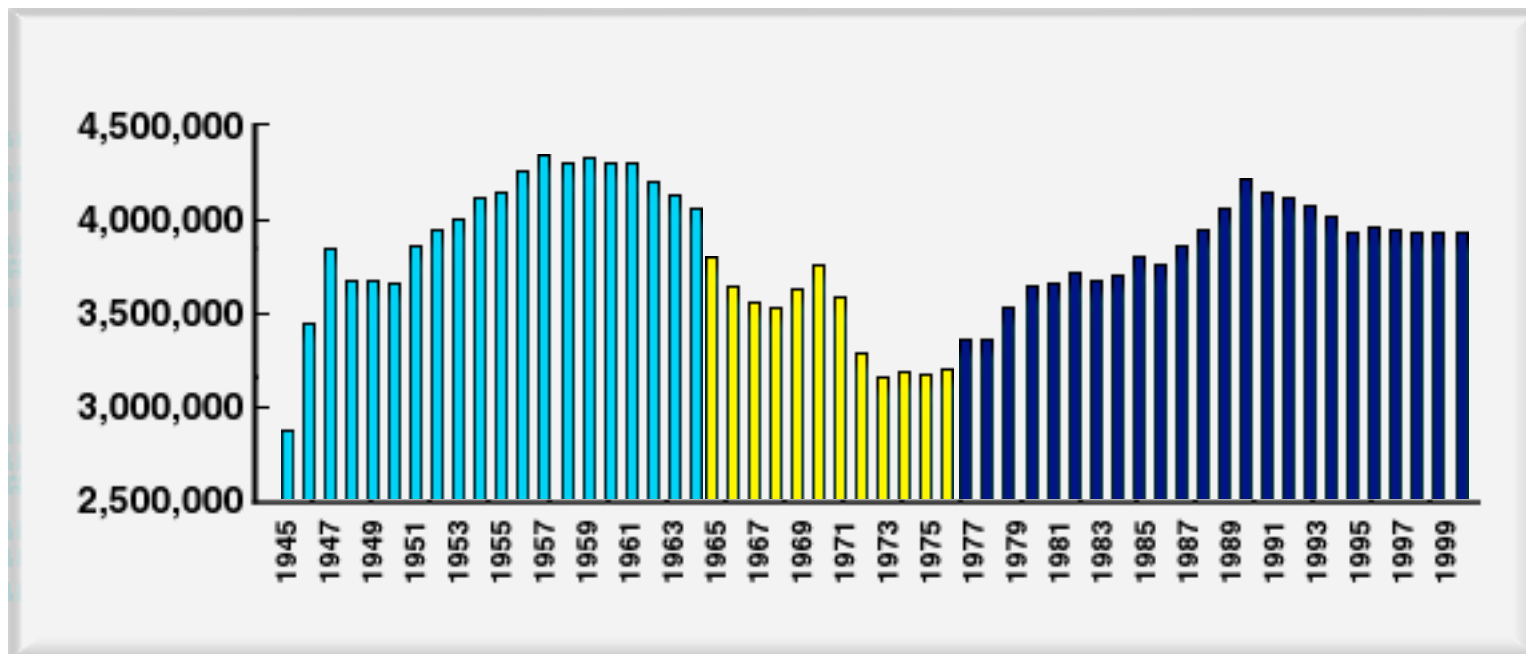
Source:

1 Howe, Neil; Life Course Associates, 2007.

2 The Millenials: Bureau of Census, 2000

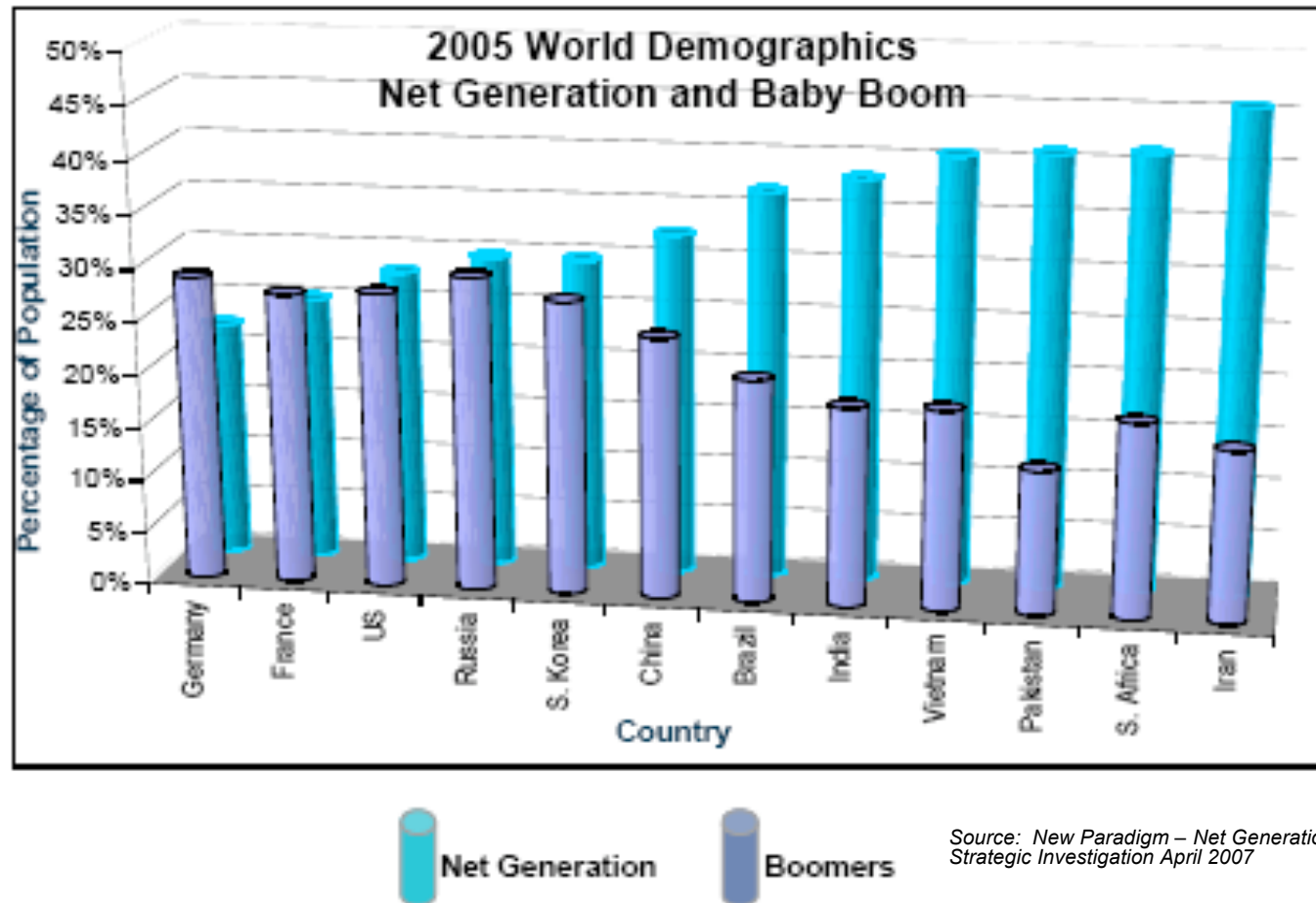
3 New Paradigm – Net Generation Strategic Investigation; 2007; co-sponsored by Accenture

Sheer Demographic Muscle



Source: © New Paradigm Learning Corporation 2006

Net Generation values are driving change in traditional approaches to managing talent – their sheer size requires that we understand this group.

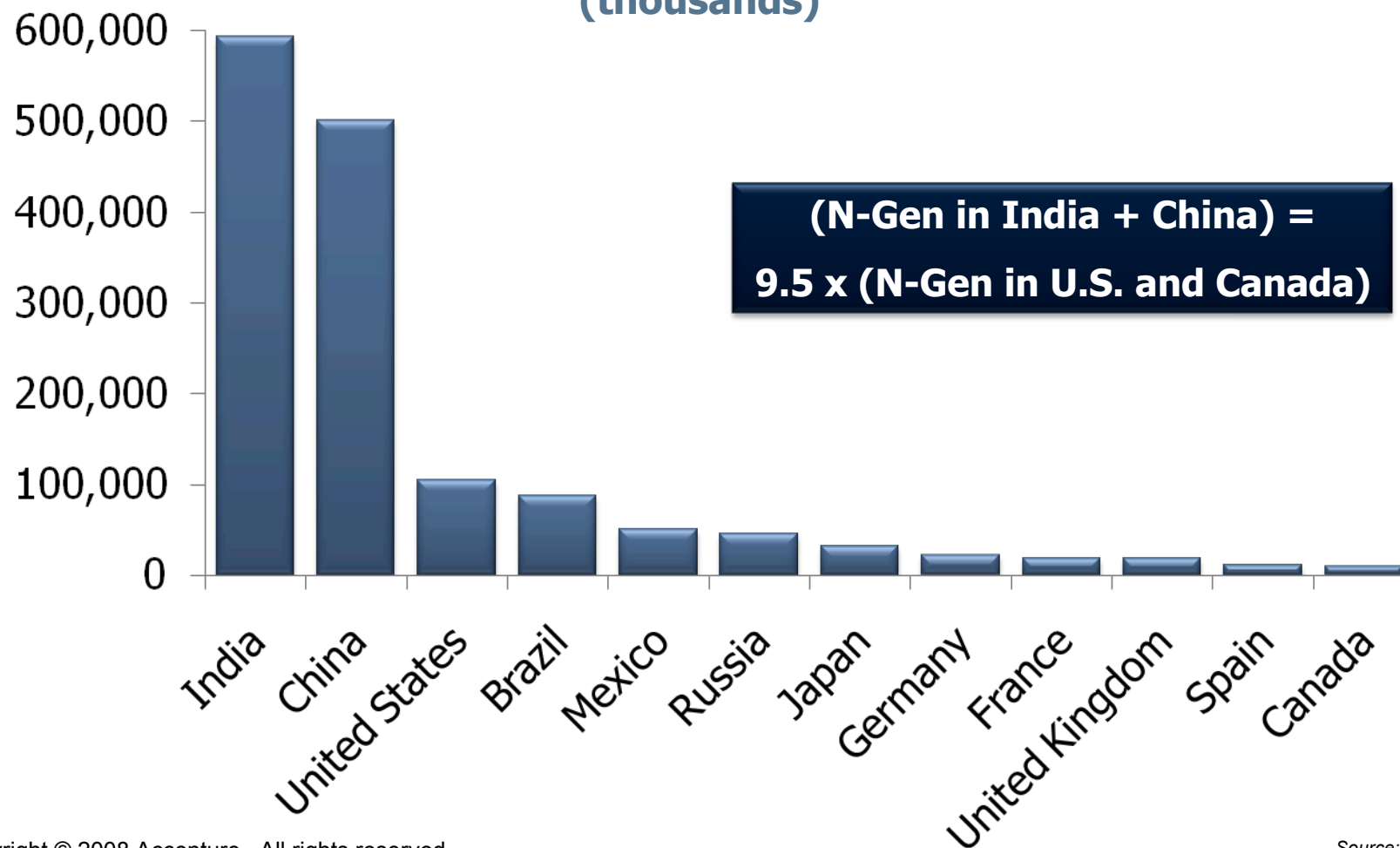


“Born between 1977 and 1996 inclusive, this generation is bigger than the baby boom itself, and through sheer demographic muscle they will dominate the twenty-first century.” - *Wikinomics, Don Tapscott*

Global Net-Generation Population



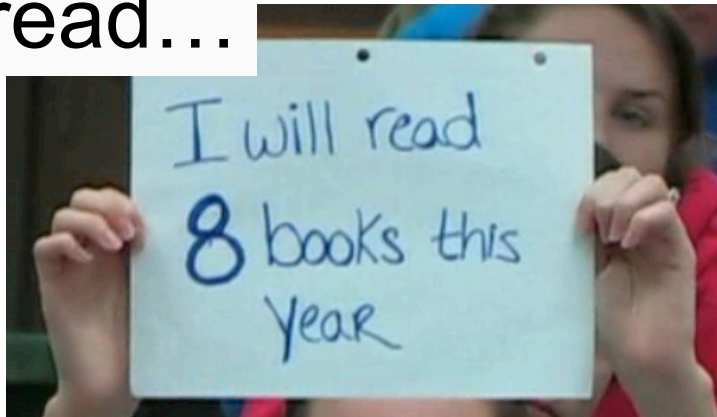
**Under 25 Population
(thousands)**



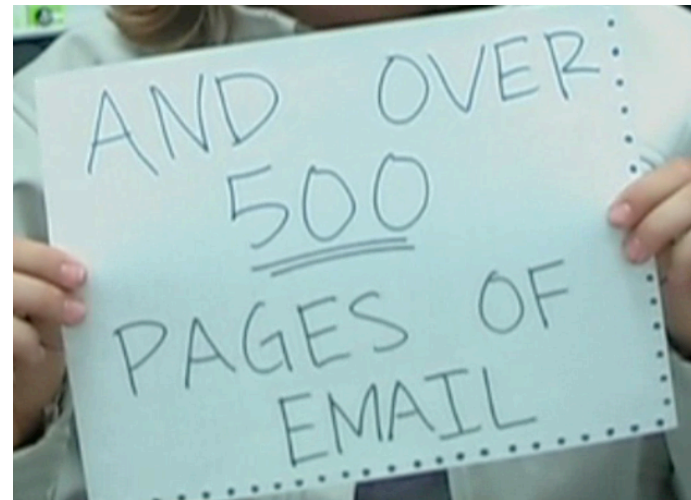
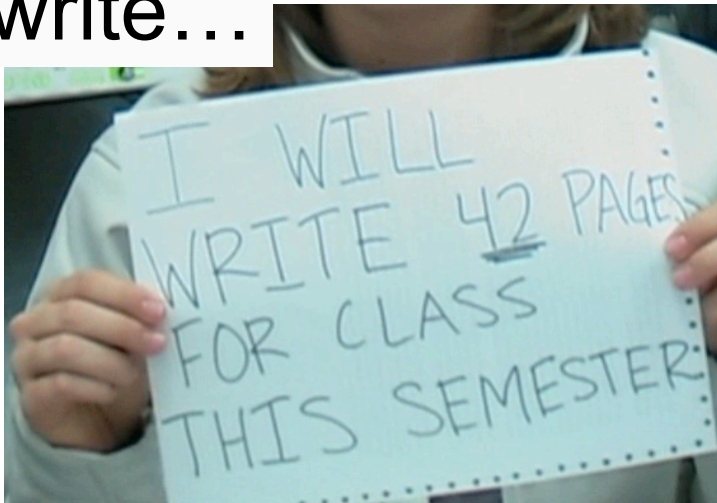
Understanding Net-Generals....



I will read...



I will write...



Source; YouTube, Michael Wesch and Students of the Introduction to Cultural Anthropology, Class of Spring 2007, Kansas State University

Copyright © 2008 Accenture. All rights reserved.

The N-Gen Life Without Technology



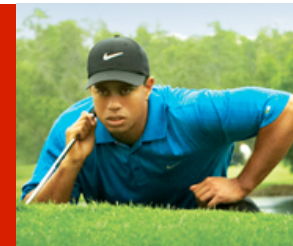
Tech Deprivation Collage

4. Imagine that someone took away all of your personal technology and gadgets (computer, cell phone, MP3 player....everything) for a full month. Create a collage below (using drawings, photos, magazine clippings, online images) to depict how you would feel...





Generational differences in attitudes...



Baby Boomers

Gen - X

Net Gen

Email is...	One more thing to do, another thing to learn.	The best way to stay in touch.	Not nearly as good as instant messaging and blogging.
Instant Message is...	Another distraction popping up on my screen	A good, quick way to get things done	Like breathing—I can carry on seven conversations at once
Text Messages are...	For techie kids.	Good for short messages.	What I do all day long.
Mobile video messaging is...	No idea	A novelty.	Commonplace.
PowerPoint is...	Effective and professional.	My right arm.	Pretty boring in a speech and hard to make interesting.
Face-to-Face meetings are...	Vital.	Key. I need to know people understand what's important.	Uncomfortable, confrontational and overly formal.
Search engines are...	Useful, but not trustworthy	How did we survive without Google and Wikipedia?	My super tool. My home page and lots more.
Conference calls are....	The next best thing to a meeting.	The way we work these days	An opportunity to multi-task while “listening”

Understanding the values of the Net Generation



This generation is different from previous generations. Common attitudes have been identified and lead to change in the way we think about work and employment.

Freedom: of choice – where they work, how they work, when they work

Customization: of information and employment relationships

Scrutinizers: highly engaged online with expectation of transparency

Collaboration: high degree of influence with networks – expect to contribute to thought leadership immediately and have a different view of authority in the workplace

Entertainment: workplaces must be fun, learning must be entertaining – learning, work, collaboration and entertainment are inseparable

Speed: Net-Geners are speeding up the metabolism of organizations

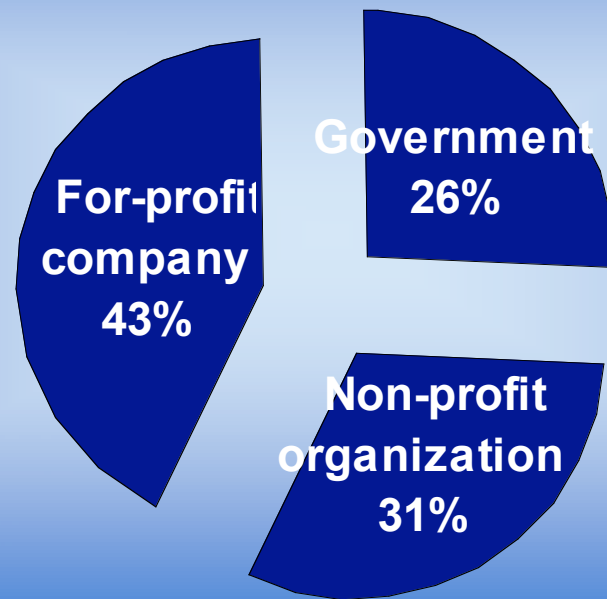
Innovation: digital tools have encouraged and enable innovation in all parts of life, including employment

Integrity: open, honest information from employers and aligned values

Study of US Net Geners indicated that slightly less than half are interested in Public Service....



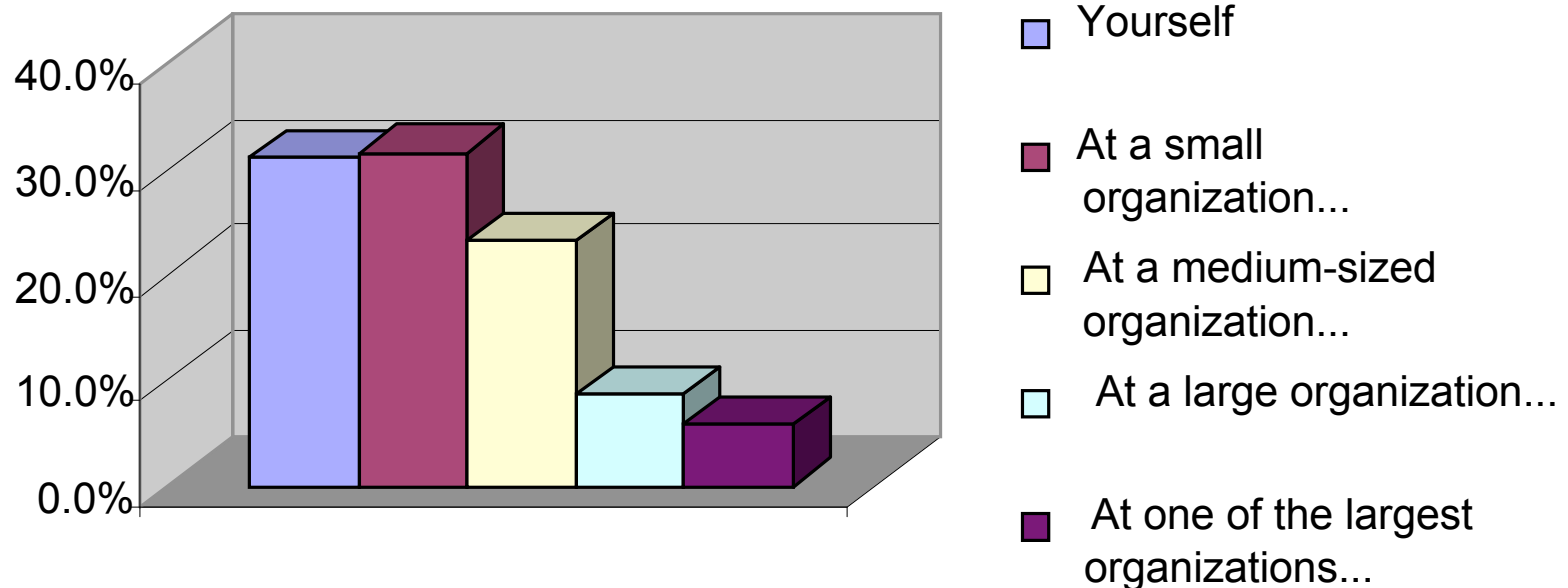
Which Best Describes Your Ideal Employer?



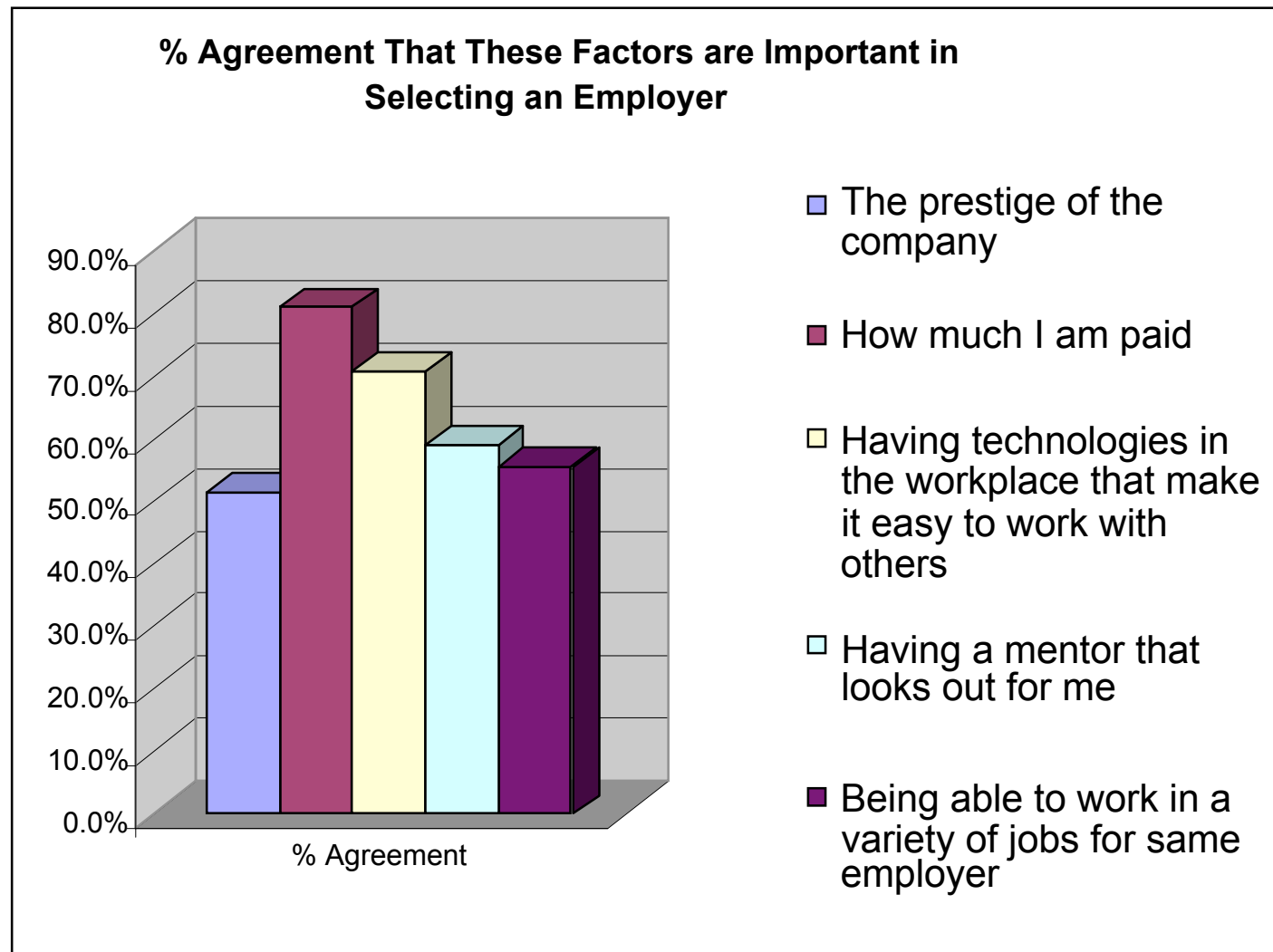
US Net Geners Survey: Most Would Prefer to Work for Themselves, or in a Small to Medium Size Organization



If You Could Work Anywhere, You Would Prefer to Work For:



US Net Geners Survey: There are a number of other factors that make an employer attractive beyond pay

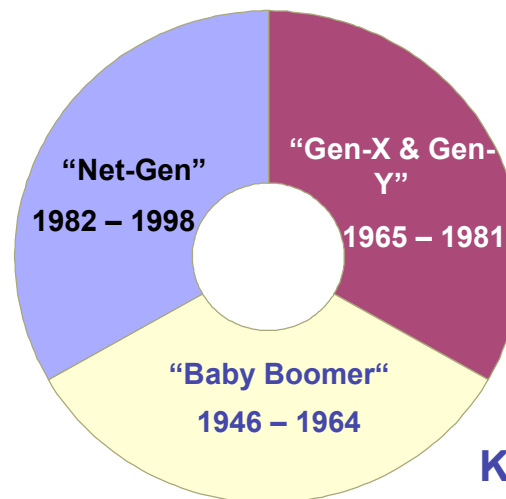


Generational Management



What's important to Net-Gen and also applies to all other Generations?

- **Salary** features as a priority
- **Company prestige** matters (more so in developing countries)
- **Mentoring** is highly valued
- **International projects** and travel
- A high sense of belonging through **tribal networks**
- **'Why'** behind vision and direction
- Feel completely **utilized and challenged**
- Prefer to work in teams but also respond to having their **own responsibilities**
- Promotion based on **merit**, not tenure
- Assigned to roles where they have **skills and interest**
- Moving every 2-3 years to gain work **experience** and **achieve balance** across work-life



What's the Number 1 factor that all generations have in common and most value?

Work-life flexibility - All employees today demand more flexibility (as opposed to 'balance') from their employer to enable them to satisfy their needs between work, family and outside interests

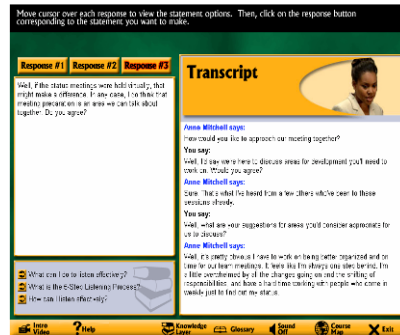
Key strategies to consider:

1. Offer 'careers within careers'
2. Work-life integration
3. Re-creating the family unit at work
4. Consistent and innovative messages
5. Flexible reward plans ('pick and mix')

Impact - Organizations Will Need to Adapt and Change To Meet The Needs of Net Geners



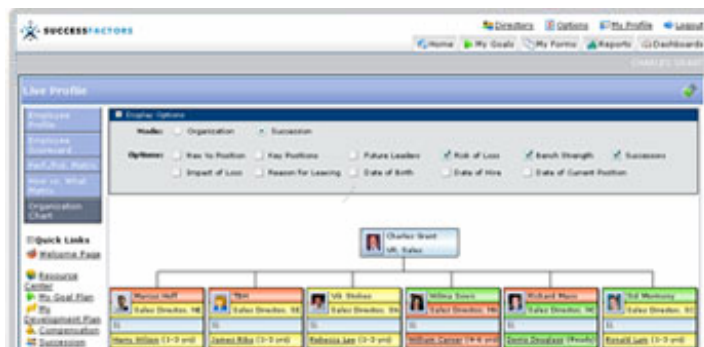
Webcasts/ podcasts



eLearning



Collaboration Tools – wikis, blogs, performance support tools

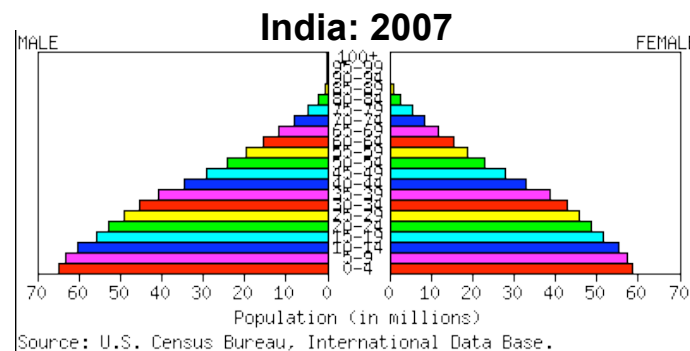
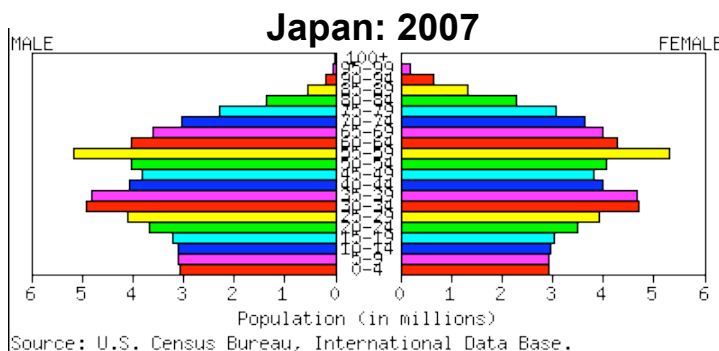
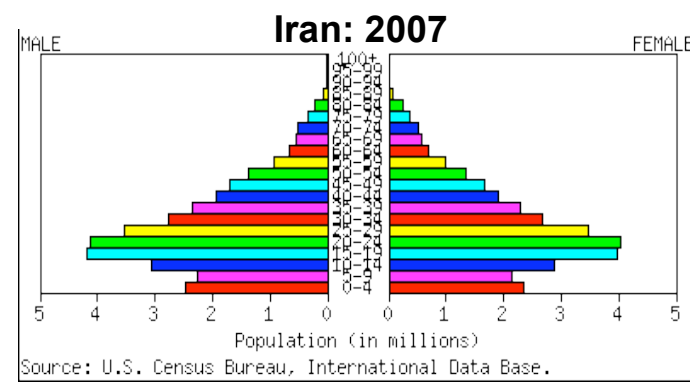
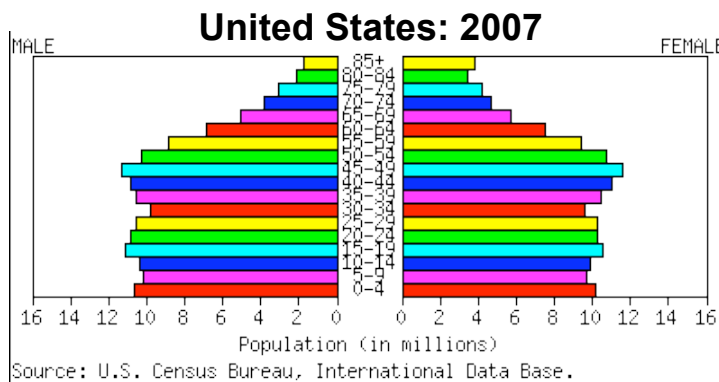
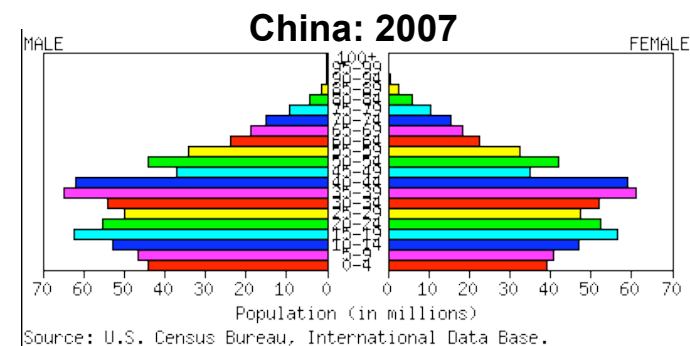
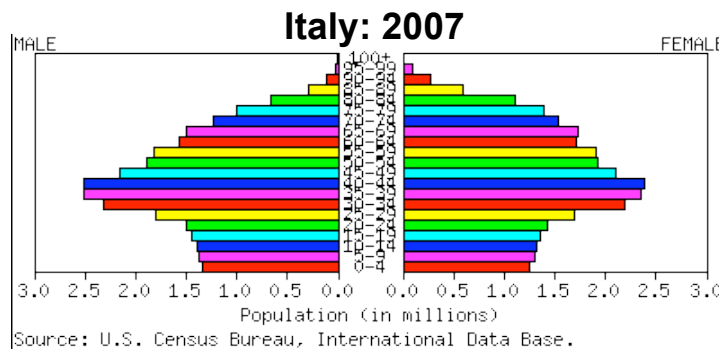


Talent Management Software Solutions That May Interaction with your HCMS



Second Life & Other Recruiting Tools

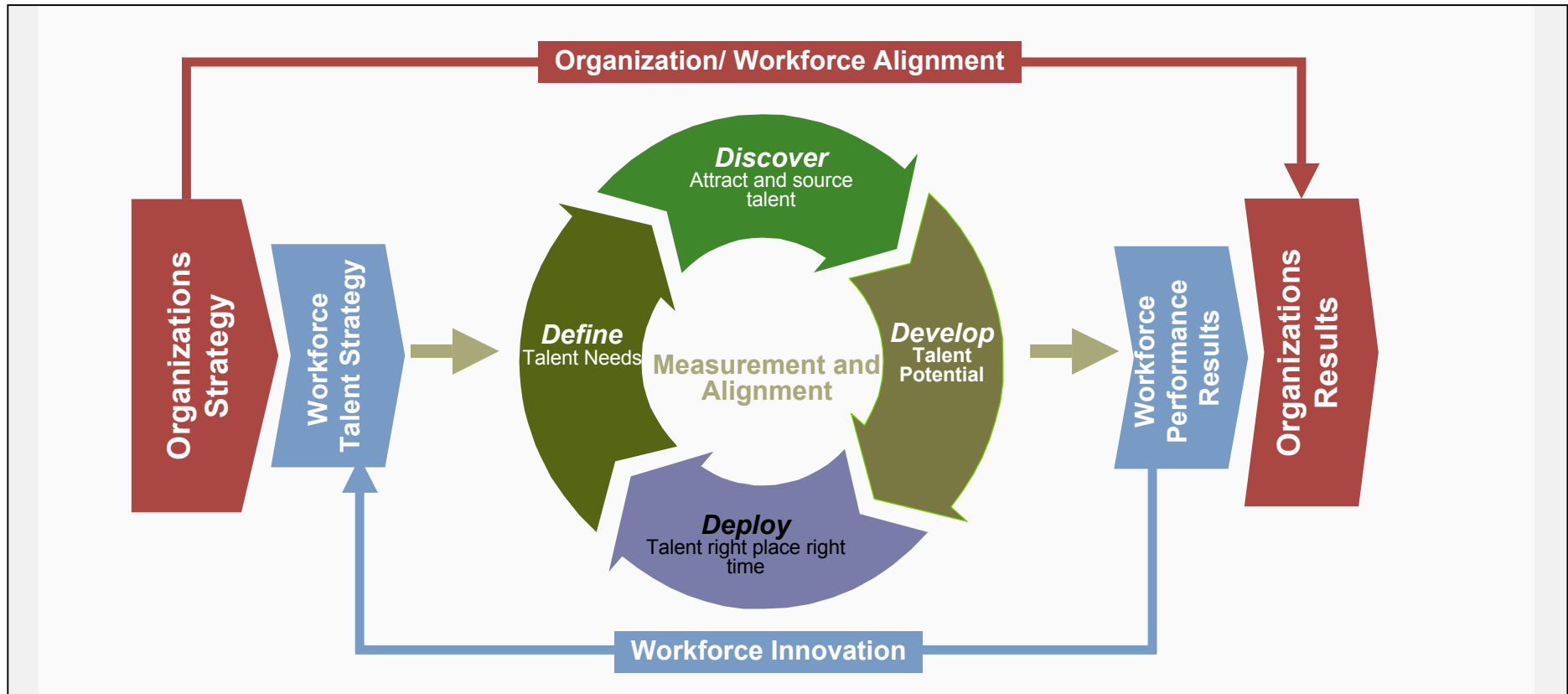
Population Pyramids Differ Greatly Across Countries – Where Will Opportunity Exist?



Finding and Multiplying Talent Will Be Key \rightarrow *Talent Management*



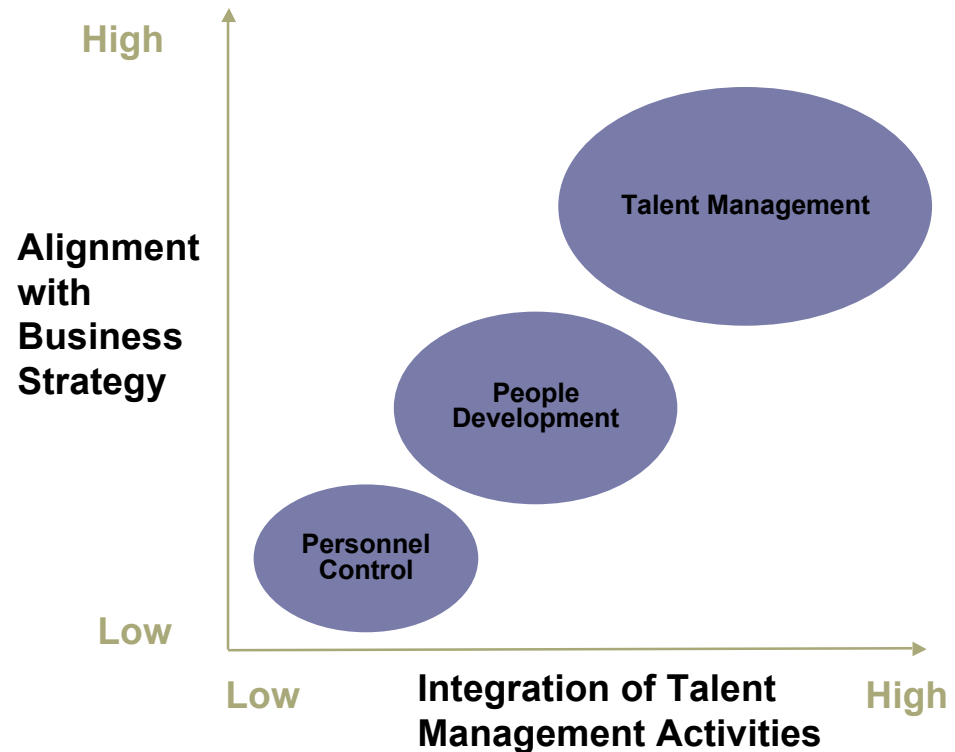
Talent Management is an organization's ability to create and continuously optimize the talent resources needed to execute on business strategies



The journey ahead: A shift to broad-based talent management



- Integrate all human performance processes
- Tailor employee value propositions
- Define talent needs at the competency level
- Vary work arrangements and reward programs
- Measure outcomes and workforce performance
- Direct investments according to key performance indicators



* Source: Peter Cheese, Robert J. Thomas, & Elizabeth Craig. (forthcoming, 2007). **The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance.** London: Kogan Page Limited.

Food for Thought...



- Have to **The Improve Government Brand** - Net Geners like the idea of working in Public Service but not in Government
- Future competition for talent may come from the **other side of the world**
- **Endless stream of available blue collar workforce may not be true** – even less well off Net Geners play Nintendo too!
- **Redefine employee value propositions** and career paths to provide meaningful work, leadership development opportunities, and balanced lifestyles
- Time to **rethink how to execute and deliver the mission** using new tools, infrastructure, and organizational structures to deliver more with less
- Net Geners have a **different take on Maslow's Hierarchy of Needs**
- Leaders – **consider sharing your personal story** (preferably electronically) and ask Net Geners for theirs; share tips and tricks on getting things done
- Leaders and Managers need to be very engaged and accept ideas and input from all generations - **no longer an internship/apprenticeship model**

Any Questions



Additional Information & Contacts



www.accenture.com

Article - “Talent: Leveraging Your Most Important Asset”

(http://www.accenture.com/Global/Research_and_Insights/Outlook/By_Issue/Y2007/TalentCompAsset.htm)



Breck Marshall
Partner
Management Consulting -
Talent and Organization Performance

One Freedom Square
11951 Freedom Drive
Reston, VA 20190

Main: (703) 947-2000
Direct: (703) 947-3149
breck.t.marshall@accenture.com